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EXECUTIVE SECRETARIAT
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ER 88-3443X

Executive Secretary

13 SEP 1988



DEFENSE MAPPING AGENCY

BUILDING 56, U.S. NAVAL OBSERVATORY
WASHINGTON, DC 20305-3000

DMAINST 8052.6
PRP
5 August 1988



CIA-12-5A

DMA INSTRUCTION 8052.6

SUBJECT: Crisis Support Procedures

REFS: See Enclosure 1.

1. Purpose.

a. To establish the authority and point of contact at Headquarters Defense Mapping Agency (HQ DMA) for crisis support.

b. To establish a proactive crisis management system which can effectively focus DMA resources in support of crisis requirements generated by the National Command Authorities (NCA), the Joint Chiefs of Staff (JCS), the Unified and Specified (U&S) Commands, and government agencies.

c. To specify standard operating procedures and expedite the dissemination of critical Mapping, Charting, and Geodetic (MC&G) products and services by providing rapid response to crisis related taskings.

d. To establish the procedures to transition from normal operations through a crisis response cell to the establishment of the Headquarters DMA Operations Center (Ops Ctr).

e. To establish the procedures to manage crisis support while participating in a JCS exercise.

2. Cancellation. This instruction cancels DMA Instruction 8052.6, "Crisis Support Procedures," 15 June 1987.

3. Applicability. This instruction applies specifically to HQ DMA Staff Offices and DMA Components involved in providing DMA's response to crisis requirements (i.e., DMA Aerospace Center (DMAAC), DMA Hydrographic/Topographic Center (DMAHTC), and the DMA Combat Support Center (DMACSC)) and, in general, to all other DMA Components.

4. Definitions. Terms used in this instruction are defined in Enclosure 2.

5. Policy.

a. DMA will provide DoD-wide MC&G crisis support during crisis situations upon notification by the Joint Staff, the Defense Intelligence Agency (DIA), the Military Departments, U&S Commands, or other DoD agencies and commands. Notification means vary, but are normally accomplished by message, telephone

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(including secure telephone) or the Worldwide Military Command and Control System (WWMCCS) Intercomputer Network (WIN).

b. The DMA crisis management system is primarily designed to parallel and support the Joint Chiefs of Staff Crisis Action System (see SM 502-85 and MJCS 7-88 references a and b)). Both systems are based on the organizational isolation of a crisis by formation of a special crisis response unit to focus actions and resources on the requisite crisis response.

c. The Plans and Requirements Directorate is the Office of Primary Responsibility (OPR) for crisis support within DMA, and the Deputy Director, Plans and Requirements (DD/PR) will direct the HQ DMA Crisis Management Team (CMT). The CMT's primary membership will consist of the Chief, Aerospace Division (PPA); the Chief, Hydrographic Division (PPH); the Chief, Land Combat Division (PPL); Chief, Plans and Exercise Division (PRP); and the HQ DMA Intelligence Officer. The Chief, Distribution Division (PPD); the Chief, Standard Products Division (PRS); and the Chief, Requirements and Systems Division (PRR) may participate on a selective basis. The Chief, HQ DMA CMT will be selected from the division chiefs of PPA, PPH, PPL, and PRP, and rotate among them every 3 months.

d. Organization options for crisis support range from the establishment of a crisis response cell under the direction of the Chief, CMT, at HQ DMA to a fully staffed Operations Center (Ops Ctr) coordinating the involvement of large numbers of personnel within HQ DMA and the production and distribution Components. The transition of operations from the response cell to the establishment of the Ops Ctr will be a smooth, logical flow under the control of DD/PR.

e. Procedures are designed to alert key supervisory, production, and distribution personnel and to implement rapid response in support of commands charged with conducting crisis operations of any scale.

f. Crisis support procedures may be implemented prior to the declaration of a crisis by JCS. If the CMT determines that a developing situation requires MC&G products, they will propose to the DD/PR a plan to meet those requirements. This proactive approach requires close coordination among the CMT, the planning and liaison action officers in PRP, and the program managers in the Programs, Production and Operations (PP) Directorate.

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6. Responsibilities.

a. HQ DMA

(1) The DD/PR will:

(a) Appoint a division chief from within the directorate to serve as the Agency's primary point of contact (POC) for crisis support. This will normally be the Chief, PRP.

(b) Assign a PR action officer to serve as the HQ DMA Intelligence Officer.

(c) Support the Joint Staff and the National Military Command Center (NMCC) by appointing a HQ DMA representatives for the JCS Crisis Action Team (CAT). MJCS 7-88 (reference b) germaine.

(d) Maintain frequent contact with agencies and commands that have potential crisis support requirements and assist them in defining area of coverage and product specifications.

(e) Activate the HQ DMA Ops Ctr, when required, for management of crisis operations. This would normally be done only if the Joint Staff has established DMA participation in the CAT, and if the crisis is of a scale larger than that normally associated with low-intensity conflict or counter-terrorist operations.

(f) Follow up with supported and supporting commands to determine the adequacy of DMA products and services provided as crisis support.

(g) Assure operational security is continuously safeguarded.

(2) The Deputy Director, PP, will:

(a) Designate PP representatives for the HQ DMA CMT.

(b) Task DMA Components to distribute, reprint, or revise an existing product (or create a new product), as applicable, in support of a crisis; and establish project funding codes and report expenditures and actions.

(c) Program DMA Component resources to fully support crisis actions, including crisis preparedness.

(d) Monitor DMA Component production and distribution activities in support of crisis situations.

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(e) Assure that MC&G products and services are provided within the time allotted or agreed.

(f) Assure operational security is continuously safeguarded.

(3) The HQ DMA CMT will:

(a) Coordinate the collection and analysis of information relating to potential crisis situations and implement the decisions regarding the distribution, reprinting, or production of MC&G products necessary to support the situation.

(b) Coordinate the crisis support requirements from foreign countries with the External Activities Division (PPE) and Classification/Release Division (SOR).

(c) Initiate the necessary action for immediate response by DMA.

1. In the case of a crisis when DMA's services will be placed in high demand over an extended period of time with extensive effort, recommend activation of the Ops Ctr by the Director.

2. In the case of a crisis when DMA's programmed production capabilities will not be significantly affected, and production and distribution will be rapidly concluded (normally within 3 to 7 days), form a crisis response cell. This cell will normally consist of the Chief, HQ CMT, the PRP action officer assigned as the liaison officer for the supported command, and the PP program manager who will monitor the production and distribution of any required products.

(d) Contact the Chief, CMT or the designated CMT Duty officer, of the DMA Component having the production or distribution responsibility relating to the specific crisis being addressed, and provide the requisite guidance for production and distribution within the allowable time determined by the command or agency being supported.

(e) Coordinate DMA's crisis support response with the Director, DMA or his designated representative, and advise the Director of the action(s) initiated or contemplated to provide the requested products or services within the time allotted. Coordination may include suggested assignments of additional responsibilities and tasks throughout the Agency.

(f) Advise those members of DMA's senior executive level staff with a need-to-know of DMA's involvement in responding to crisis situations.

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(g) Coordinate with the Environmental Services Division, Operations Directorate, the Joint Staff (J-3) (telephone 202/697-6668, Secure 2795) as required to ensure MC&G crisis support requirements originating in the Joint Staff and other commands/agencies are met.

(h) Confirm receipt of a request for crisis support to the command or agency point of contact.

(5) The Chief, HQ DMA CMT will:

(a) Report directly to the DD/PR on crisis support actions.

(b) Direct the actions of the HQ DMA CMT.

(c) Brief the HQ DMA command element on a frequent basis on potential crisis situations, as well as ongoing crises, and recommend actions for resolution of any crisis support problems encountered.

(d) Serve as the initial Chief, Operations Center, upon activation.

(e) Assure operational security is continuously safeguarded.

(6) The Principal Point of Contact for the HQ DMA CMT, normally the Chief, PRP, will:

(a) Coordinate the activities of the CMT with the DMA Liaison Officer to the Joint Staff.

(b) Manage access to JCS focal point communications systems for special category (SPECAT) messages and correspondence at HQ DMA and DMA Components.

(c) Maintain the administrative records for the HQ DMA CMT. This includes the CMT Duty Roster and the CMT SOP.

(d) Receive after-action reports for HQ DMA CMT records.

(e) Appoint two individuals, one from the PR Directorate and one from the PP Directorate, to serve as the CMT Duty Officers.

(6) The CMT duty officers will:

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(a) Respond to requests for crisis support which may be received during nonworking hours.

(b) Assure operational security is continuously

(c) The PR CMT Duty Officer will:

1. Represent the Chief, PRP, during nonworking hours in coordinating DMA's response to a crisis.

2. Receive crisis requirements during nonworking hours, evaluate them, and pass valid requirements which need immediate action to the PP CMT Duty Officer.

3. Carry a paging device for alert by the National Military Intelligence Center (NMIC) relating to JCS crisis situations. When alerted by the paging device, call the NMIC Team Chief (Telephone 202/695-0175, Secure 2770), who acts as an around-the-clock coordinator for OJCS and DIA originated requirements for DMA MC&G crisis support. (Note: The NMIC Team Chief maintains the telephone number which activates the HQ DMA CMT paging device.) The NMIC Team Chief does not serve as the coordinator for MC&G crisis support requirements which originate outside of the Joint Staff/DIA. (See separate procedures in paragraph 4 for those requirements.)

4. Receive notification from the HQ DMA Staff Duty Officer or HQ DMA Guard Force when crisis requirements for standard MC&G products are received by message or telephone. This is the normal channel used for crisis requirements by Military Departments, U&S Commands, and other agencies and commands. (Note: A message may be transmitted using an appropriate JCS focal point communications special category (SPECAT) system for increased operational security. (See SM 670-88 (reference c) and Enclosure 3.)

5. Confirm receipt of a request for crisis support by return message, or by secure telephone, to the command or agency point of contact.

6. Brief the Chief, HQ DMA CMT and the Chief, PRP on any events which occurred during the core duty hours.

7. Brief the HQ DMA Staff Duty Officer of any ongoing or potential crisis support actions.

(d) The PP CMT Duty Officer will:

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1. Represent the PP Directorate during non-working hours in coordinating DMA's response to a crisis.

2. Initiate any necessary action, such as distributing, reprinting, or revising a product, which has been validated by the PR CMT.

3. Carry a paging device for alert by the PR CMT Duty Officer.

4. Brief the Chief, HQ DMA CMT, on any action initiated during the core duty hours.

(e) A sample Crisis Management Team duty roster is provided as Enclosure 4.

(7) The HQ DMA Intelligence Officer will:

(a) Serve as a member of the CMT.

(b) Provide intelligence support to the CMT in order to ensure they are aware of any potential crisis situations which are identified in the various intelligence sources.

(8) The HQ DMA Public Affairs Officer will coordinate the release of any information related to crisis support for the entire Agency.

b. DMA Production Centers will:

(1) Establish a CMT and proactive and reactive procedures to expeditiously respond to crisis support requests during both working and non working hours.

(2) Determine products to be produced and coordinate with the DMACSC CMT on items to be shipped to users directly from the Production Centers.

(3) Advise the DMACSC CMT of the time products are required and when they will be ready for distribution.

(4) Advise HQ DMA CMT of specification modifications for the products to be produced and provide frequent status of ongoing crisis support actions to the HQ DMA CMT or Operations Center.

(5) Expeditiously coordinate collection of necessary source materials. Arrange for crisis MC&G imagery source collection, as required, through the HQ DMA CMT. Ensure that the latest source material is considered.

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(6) Produce crisis support products in response to taskings from the HQ DMA CMT.

(7) Provide an after-action report to HQ DMA CMT within 5 working days after completion of crisis production. Enclosure 5 provides a format for the after-action report.

(8) Establish procedures to report crisis support expenditures for the Monthly Production Review.

(9) Assure operational security is continuously safeguarded.

c. DMACSC will:

(1) Establish a CMT and procedures to respond to crisis support requests during working and non working hours.

(2) Actively maintain and publish crisis support request procedures for users of the DMA Catalogs of Maps, Charts, and Related Products.

(a) Ensure the DMA Catalogs include the following information on obtaining crisis support:

1. Requirements are to be consolidated at the highest level practicable, and a POC established for coordination of MC&G crisis support requirements with DMA CMT.

2. Requirements for standard products are to include type and quantity of MC&G products required, along with the necessary descriptive data shown in the DMA Catalogs.

3. Requirements for nonstandard products should include the following information: description of type products, including geographic area of coverage; preferred scale; type of grid required; intended use; and maximum acceptable security classification.

4. Crisis Support requests should include a date by which the products are needed. This should include a statement that "ASAP" is a poor choice since product quality, particularly for nonstandard MC&G products, is largely determined by the allowable production time.

5. Crisis Support requests should address distribution and transportation assistance, coordination, and instructions since DMA does not have dedicated transportation assets.

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6. Ensure that the DMA Catalogs also contain the following contact information for requesting crisis support via telephone:

During Working Hours (0600-1700, Washington, DC)
Headquarters Defense Mapping Agency
Plans and Requirements Division (PRP)
AUTOVON: 294-1464 (also STU III number)
COMMERCIAL: (202) 653-1464 (also STU III number)
SECURE: KY-3: 2305
KY-71: 653-0492, ID No. 07627.

Outside Normal Working Hours (1700-0600,
Washington, DC and weekends)
Headquarters Defense Mapping Agency, ATTENTION:
Staff Duty Officer or PR CMT Duty Officer
AUTOVON: 294-1375 (HQ DMA Guard Desk)
COMMERCIAL: (202) 653-1375 (HQ DMA Guard Desk)

(b) Acknowledge receipt of requirements from agencies and commands, furnish advice as to the disposition of requirements, coordinate shipment of products, and provide name(s) and telephone number(s) of DMACSC POC.

(c) Advise HQ DMA CMT or the HQ DMA Operations Center of all crisis support requests and ongoing crisis actions.

(d) Expeditiously provide off-the-shelf copies of available products and coordinate print requirements with the Production Centers' CMT.

(e) Establish controls to ensure operational security is continuously safeguarded when preparing and shipping stocks.

(f) Advise the HQ DMA CMT or the HQ DMA Operations Center upon receipt of requirements to produce nonstandard crisis MC&G products. In a situation where a quick response is imperative, and a representative of the HQ DMA CMT is not immediately available, the DMACSC CMT Duty Officer has the authority to contact the Production Centers' CMT for production of crisis products. Should this latter situation arise, the DMACSC CMT will advise the HQ DMA CMT or Operations Center at the earliest opportunity.

(g) Follow up on all shipments to assure delivery. Take immediate corrective action if timely delivery appears to be endangered. Provide shipping status to the HQ DMA CMT and the requesting unit.

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(h) Provide an after-action report to Chief, HQ DMA CMT within 5 working days after satisfying a crisis support request. (See Enclosure 5, "Format for the Crisis Support After-Action Report.")

(i) Report crisis support expenditures, monthly, as part of the Monthly Production Review.

d. All Other DMA Components will report potential crisis support requirements to HQ DMA CMT.

7. Actions.

a. Crisis Support.

(1) The goal of DMA is to provide the right products to the right customers in a timely manner. In order to accomplish this, DMA must be proactive.

(2) The generalized information and decision flow for crisis support is shown in figures 1 and 2 and described below:

(a) The CMT will collect information which may be relevant in identifying potential crisis situations. This includes all source intelligence information, U&S combatant command projections, and the Joint Staff information.

(b) The CMT will evaluate the information to determine if MC&G crisis support will be necessary. If such support is necessary, the CMT will brief the DD/PR and present a recommended course of action.

(3) Specific crisis management functions and tasks are listed in Enclosure 6.

(4) Crisis support products available from DMA are listed in Enclosure 7.

b. Transition to a crisis response cell.

(1) The CMT will direct the initial actions. The CMT duty officers will assume this responsibility for requests received during non working hours.

(2) Once the action is stabilized, the CMT will pass the action to the crisis response cell consisting of the Chief, CMT, a PRP action officer, and a PP program manager.

(3) The Chief, CMT, will provide overall direction and will brief the senior staff as required on the crisis action.

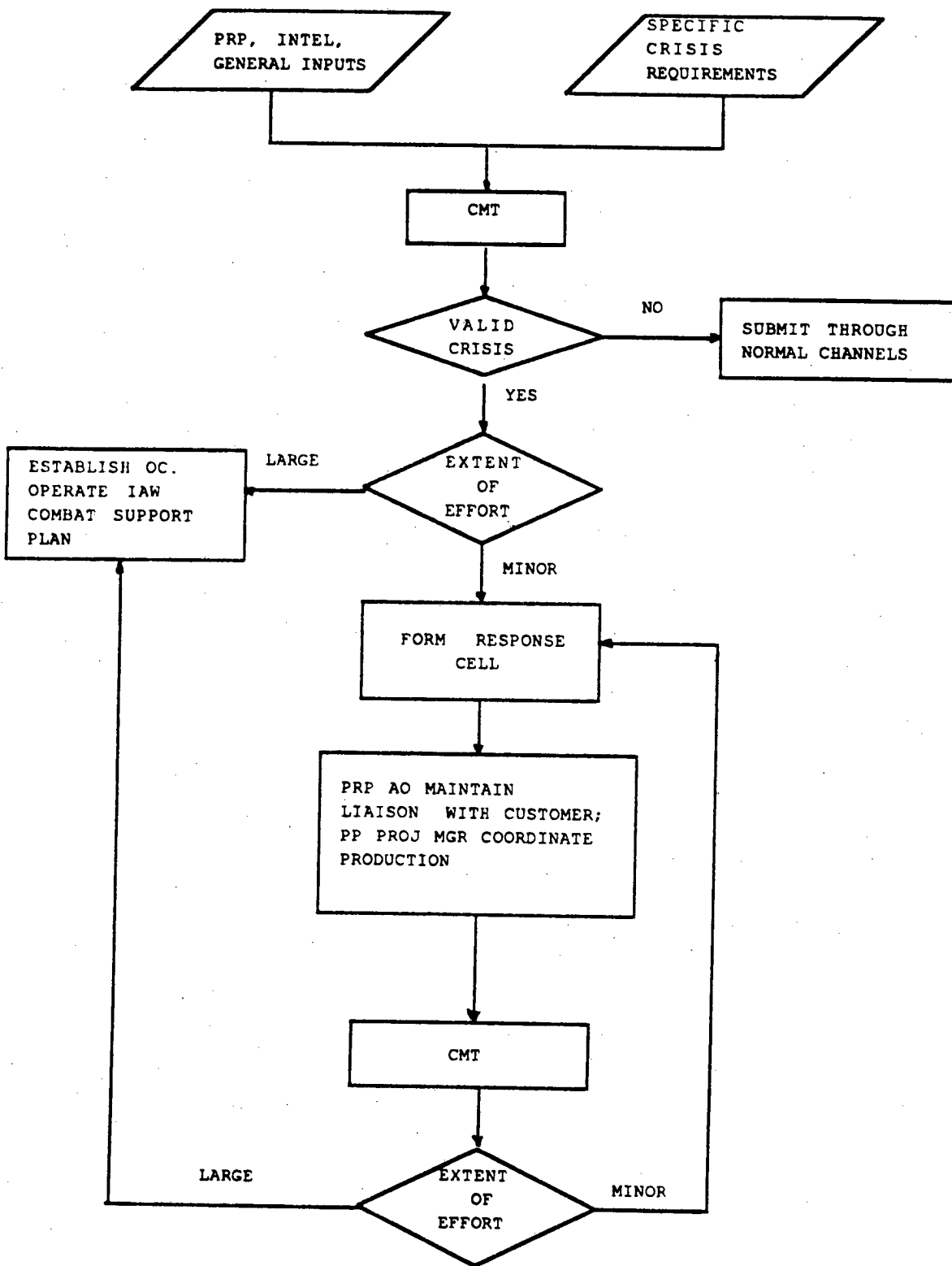


Figure 1. Normal Working Hours

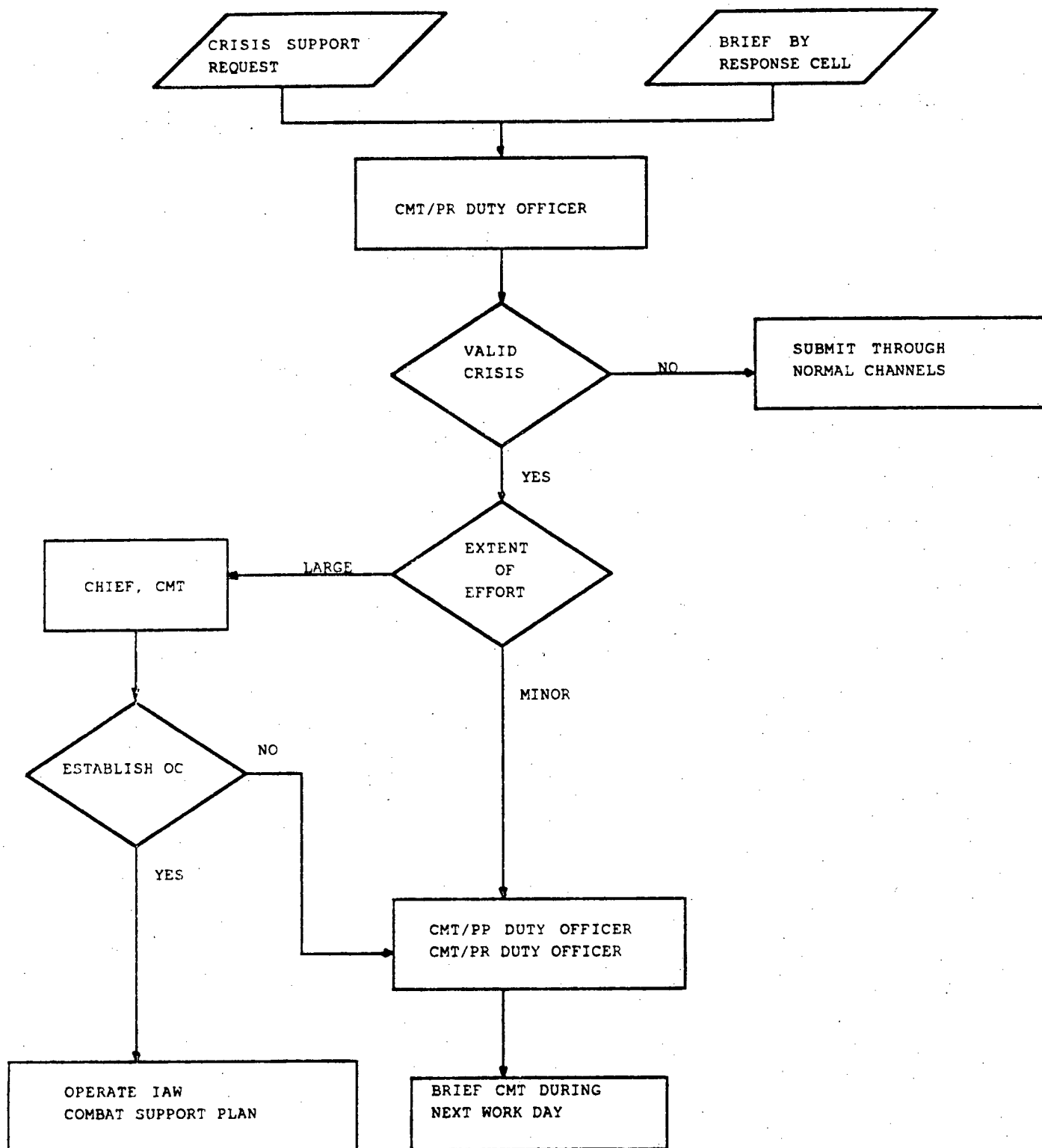
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Figure 2. After Working Hours

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c. Transition to the Operations Center.

(1) The Chief, HQ DMA CMT will assume the duties as the initial Chief, Ops Ctr.

(2) The PR CMT and PP CMT Duty Officers will assume duties as the initial action officers, Ops Ctr.

(3) Additional Ops Ctr personnel will be assigned in accordance with DMA Plan S3020.36 (reference d).

d. Crisis Management during an Exercise.

(1) For a scheduled exercise in which DMA is a participant, the Chief, HQ DMA CMT and the CMT duty officers will remain outside of the exercise. This will allow them to form a crisis response cell to support an actual crisis. The remaining PR and PP personnel will be available to staff the Ops Ctr for the exercise. If the support necessary to respond to an actual crisis is more than a crisis response cell can provide, the DD/PR will terminate DMA's participation in the exercise and shift the management of the crisis to the Ops Ctr.

(2) For a No-notice Interoperability Exercise (NIEX), the Chief, HQ DMA CMT will determine if he should:

(a) Pass the exercise to a designated NIEX Chief, HQ DMA CMT (normally the Chief, PRP) while he, the Chief, HQ DMA CMT, supervises DMA's actions for non exercise requests for crisis support.

(b) Supervise DMA's actions for both exercise and nonexercise requests for crisis support.

(c) Decline DMA participation in the NIEX if ongoing crisis response so required.

7. Information Requirements. See Enclosure 5 for information pertaining to the report required by this instruction. This report is exempt from licensing in accordance with the exemption identified in DMA Instruction 7750.5, "Policies for the Management and Control of DMA Information Requirements."

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8. Component Supplementation. Component supplements with clearly documented procedures are required, and must be provided to the HQ DMA CMT within 90 days after publication of this instruction.

7 Enclosures

1. References
2. Definitions
3. Crisis Support Request
(Message Format)
4. Crisis Management Team Duty Roster (Sample)
5. Format for the Crisis Support After-Action Report
6. Crisis Management Function/Task Checklist
Headquarters DMA
7. Crisis Support Products

M. J. Boyle
MARCUS J. BOYLE
Colonel, USAF
Chief of Staff

DISTRIBUTION B+

HQ DA (DAMO/ODS)	10 cys
HQ DA (DAEN-ZCM)	5 cys
HQ DA (DAMI-ISP)	5 cys
CNO (OP-096)	10 cys
COMNAVOCEANCOM	2 cys
HQ USMC (INTM)	5 cys
HQ USAF (AFIS/DA)	10 cys
HQ USAF (AFIS/INT)	5 cys
HQ USAF (XOOSR)	5 cys
JCS (J3-ESD)	5 cys
DIA (DB-5A)	10 cys
JSTPS (JLTD)	5 cys
USCINCLANT (J37)	25 cys
USCINCSpace (J5-S)	5 cys
USCINCEUR (ECJ2-T)	25 cys
USCINCPAC (J37)	25 cys
USCINCSO (SCJ2-P)	25 cys
CINCFOR (FCJ2-IST)	25 cys
CINCSAC (INT)	8 cys
USCINCCENT (CCJ2-TS)	25 cys
USCINCSOC (SOJ2-MT)	25 cys
USCINCTrans (TCJ2)	25 cys
CINCUNC KOREA (BJ-1B)	5 cys
CIA (AC/DCI) (OCR)	2 cys
Dept of State (INR/M)	10 Cys
CMDT, USCG	5 cys
JSOC (J2)	5 cys
TAC (INAT)	5 cys
XVIII AB CORPS (AFZA-EN)	5 cys
JSOC	5 cys

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REFERENCES

- a. SM 502-85, "Joint Operation Planning System (JOPS), Volume IV (Crisis Action System)," 12 August 1985.
- b. MJCS 7-88, "Crisis Staffing Procedures of the Joint Chiefs of Staff," 25 January 1988.
- c. SM 670-88, "Focal Point Communications, Procedures Manual," 24 February 1988.
- d. DMA Plan S3020.36, "DMA Mobilization Plan for Combat Support (U)," 24 February 1987 (Under revision.)

Enclosure 1

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DEFINITIONS

1. Combat Support. The provision of products or services, including those not previously validated, needed to support the National Command Authorities, the JCS, the U&S Commands, other government agencies, and combat commanders, for the execution of Contingency Plans, Concept Plans (CONPLAN's), Operations Plans (OPLAN's), and Operations Orders (OPORD's).
2. Crisis. An incident or situation involving a threat to the United States, its territories, and possessions that rapidly develops and creates a condition of such diplomatic, economic, political, or military importance to the U.S. Government that commitment of U.S. Military forces and resources is contemplated to achieve U.S. national objectives (JOPS, VOL IV).
3. Crisis Preparation. A proactive action taken (programmed or unprogrammed) that enhances DMA's ability to streamline standard operating procedures and expedite dissemination of critical products and services supporting a crisis.
4. Crisis Management. Composite management of DMA resources to provide identification of crisis requirements, analysis and evaluation of feasible production and distribution, and decision making and monitoring of crisis support operations.
5. Crisis Support. The rapid provision of products or services, including those not previously validated, and those needed on a one-time or first-time basis, in support of a crisis. MC&G support of crisis situations includes, but is not limited to, those products/services listed in Enclosure 7.
6. Noncrisis and Unprogrammed Support. The provision of products or services, including those not previously validated, needed to satisfy an unanticipated requirement within the near-term. MC&G products normally provided in response to noncrisis and unprogrammed requests include special one-time area coverage by a map, chart, or data base; special data overprints on existing products; special formatting of digital and analog data; special purpose studies or technical data.
7. Exercise Support. The provision of products or services, including those not previously validated, needed to satisfy an exercise requirement. Requirements for MC&G products listed in DMA Catalogs of Maps, Charts, and Related Products are to be provided to DMACSC 120 days prior to the required delivery date. Requirements for MC&G products/services not listed in DMA Catalogs of Maps, Charts, and Related Products are to be provided to HQ DMA(PR) 180 days prior to the required delivery date.

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8. Standard Products. Maps, charts and related data, photos and publications shown in the DMA Catalog of Maps, Charts and Related Products as current editions, including those products managed by DMACSC and those managed by other DMA Components.

9. Nonstandard Products. Maps, charts and related data, photos and publication not shown in the various volumes of the DMA Catalog of Maps, Charts and Related Products. This category includes non-DMA stocked MC&G products and special products such as photo prints, new or revised foreign produced maps and charts, library holdings, etc.

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<p>FROM: (COMMAND)</p> <p>TO: DMACSC WASHINGTON DC//CMT//</p> <p>DMA WASHINGTON DC//CMT//</p> <p>INFO DMAHTC WASHINGTON DC//PP//</p> <p>DMAAC ST LOUIS AFS MO//PP//</p> <p>JCS WASHINGTON DC//J3//</p> <p>CINC (APPROPRIATE U&S COMMAND//MC&G REP//)</p> <p>(OTHER INTERMEDIATE HEADQUARTERS AS APPROPRIATE)</p> <p>(APPROPRIATE CLASSIFICATION)</p> <p>QQQQ</p> <p>SUBJ CRISIS SUPPORT (U)</p> <p>A. (*) REFERENCE PHONE CALL THIS HQ (IF APPLICABLE) AND YOUR ORGANIZATION ON <u>(DATE)</u>.</p> <p>1. (*) <u>(COMMAND)</u> HAS A REQUIREMENT FOR THE FOLLOWING STANDARD MC&G CRISIS SUPPORT PRODUCTS IN THE ORDER OF PRIORITY LISTED BELOW:</p> <table style="width: 100%; margin-top: 10px;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 40%; text-align: center;"><u>QUANTITY</u></th> </tr> </thead> <tbody> <tr> <td>A. (*) (PRODUCT)</td> <td>(STATE NUMBER OF COPIES REQUIRED)</td> </tr> <tr> <td>B. (*) (PRODUCT)</td> <td style="text-align: center;">"</td> </tr> </tbody> </table>													<u>QUANTITY</u>	A. (*) (PRODUCT)	(STATE NUMBER OF COPIES REQUIRED)	B. (*) (PRODUCT)	"
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Enclosure 3

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<p>DISTR NOTE: Security classification of message should be equal to that of the operations being conducted. Message precedence should be commensurate with the urgency of need.</p>										
DRAFTER TYPED NAME TITLE OFFICE SYMBOL PHONE						SPECIAL INSTRUCTIONS				
RELEASE	TYPED NAME, TITLE, OFFICE SYMBOL AND PHONE					SECURITY CLASSIFICATION				
	SIGNATURE									
						DATE TIME GROUP				

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Crisis Management Team Duty Roster (Sample)

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5 August 1988

22 March 1988

Chief, PRP

- (1) CMT Duty Roster for 4 Apr 88 through 4 Jul 88
- (2) Distribution of SPECAT Messages

Individuals Concerned
 HQ DMA Staff Duty Officer (SDO)
 SOP

1. The HQ DMA Chief, CMT for 5 April through 4 July 1988 is COL Timothy Daly, 653-1401.
2. The HQ DMA CMT Duty Roster for 5 April 88 through 4 July 88 is as follows:

	PR	PP
5 Apr - 11 Apr	Mr. Neil Darling H: O: 202-653-1466	Mr. Roy Mattke H: O: 202-653-1420
12 Apr - 18 Apr	Lt Col Zychalski H: O: 202-653-1464	Mr. Robert Conlan H: O: 202-653-1401
19 Apr - 25 Apr	Maj Roy Carryer H: O: 202-653-1464	Mr. Farlin Arrington H: O: 202-653-1420
26 Apr - 2 May	Mr. Jim Broadwater H: O: 202-653-1466	Mr. Benjamin Braley H: O: 202-653-1409
3 May - 9 May	Mr. Donald Gonchar H: O: 202-653-1465	CDR Robert W. Booker H: O: 202-653-1422
10 May - 16 May	Mr. Frank Kuwamura H: O: 202-653-1466	Col William L. Ebert H: O: 202-653-1420
17 May - 23 May	CDR Phil Ruhl H: O: 202-653-1464	LTC L. J. Roberts H: O: 202-653-1401

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24 May - 30 May	Mr. Neil Darling H: O: 202-653-1466	Mr. Richard A. Martino H: O: 202-653-1422
31 May - 6 Jun	Lt Col Zychalski H: O: 202-653-1464	LTC David B. Wolf H: O: 202-653-1397
7 Jun - 13 Jun	Maj Roy Carryer H: O: 202-653-1464	Mr. William Perry H: O: 202-653-1401
14 Jun - 20 Jun	Mr. Jim Broadwater H: O: 202-653-1466	Mr. Dennis P. Franklin H: O: 202-653-1409
21 Jun - 27 Jun	Mr. Donald Gonchar H: O: 202-653-1465	Mr. John P. Lyall H: O: 202-653-1422
28 Jun - 4 Jul	Mr. Frank Kuwamura H: O: 202-653-1466	Mr. Roy N. Mattke H: O: 202-653-1420

3. In addition to these telephone numbers, the CMT/PR Duty Officer may be alerted through a paging device by calling (202) 896-1795. After making the connection with this number, dial (on touch phones) the telephone number which the Duty Officer must call. This return number will be displayed by the paging device. If paged by the beeper without a return number, the CMT/PR Duty Officer will first call the NMIC Team Chief (695-0175). If the call did not originate with NMIC, the CMT/PR Duty Officer will call the NMCC (697-6340).

4. As soon as possible after being alerted about a request for DMA crisis support, the CMT/PR Duty Officer will brief the Chief, CMT on the status of actions initiated to satisfy the requirement (COL Timothy Daly, home: 703-451-9337, office: 202 -653-1401).

5. SSO is requested to deliver SPECAT messages received during duty hours to COL Leonard Hasse, C/PRP. During non-duty hours, contact one of the following in the order listed: COL Daly, COL Hasse, Col Ebert, and CAPT Donat.

LEONARD HASSE, JR.
Colonel, USA
Chief, Plans and
Exercises Division

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Format for the Crisis Support After-Action Report

TO: HQ DMA, ATTN: PRP (CMT POC)

DATE: _____

FROM: _____

SUBJECT: MC&G Crisis Support to _____

- a. Points of contact (Requester).
- b. Chronological sequence of events to include time/date and persons contacted.
- c. Problems encountered/solutions applied.
- d. Products requested.
- e. Products produced and quantities provided.
- f. Products delivered and quantities provided.
- g. Resources utilized/estimated cost.
- h. Lessons learned.
- i. Recommendations.

NOTE: The report must contain a reference to the geographic area in which the crisis occurred and may require classification of the report.

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Crisis Management Function/Task Checklist
Headquarters DMA

Phase I: Situation Development

Day-to-day activities leading toward improved crisis preparation and the isolation and assessment of potential crisis areas.

- Meet as necessary, and at least weekly, to discuss and evaluate information related to crisis support. (CMT)
- Assure OPSEC of all crisis management and crisis support activities within DMA. (ALL)
- Manage access to JCS focal point communications systems for special category (SPECAT) messages and correspondence at HQ DMA and at DMA Components. (C/PRP)
- Share crisis management information with the senior staff. (C/CMT)
- Review intelligence messages and documents and provide a daily synopsis of significant intelligence items to the HQ DMA senior staff. (Intelligence Officer)
- Monitor JCS contingency planning messages and assist commands in isolating MC&G product/service requirements. (C/PRP)
- Maintain frequent contact with agencies and commands who have potential crisis support requirements and assist them in defining area of coverage and product specifications. (Note: Level of contact is at the highest practicable level, e.g., the senior staff officer responsible for the MC&G function.) (C/PRP)
- Program Component resources to fully support crisis activities, including crisis preparedness programs. (PP)
- Advise DMA Components of an impending crisis, within the limits of OPSEC. (C/CMT)
- Communicate crisis action capabilities to commands and agencies and encourage early involvement in crisis contingency planning. (PR, Senior Staff, C/PRP)
- Maintain communications with DIA for the exchange of crisis support information. (C/CMT)

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Phase II: Crisis Assessment

During this phase, the National Command Authorities (NCA) evaluate the extent of the crisis and determine if the crisis warrants a response.

- Advise the Deputy Director/Plans and Requirements on the extent of DMA participation in crisis production or distribution versus noncrisis and unprogrammed support as the situation warrants. (CMT)

- Upon notification (validation) by JCS or the supported U&S commander, advise the Deputy Director/Plans and Requirements and prepare for production of long-lead standard or special crisis support products. Consider collection of additional source from national assets. (C/CMT)

- Upon direction from JCS, provide a representative to the JCS Crisis Action Team. (C/PRS)

- Upon direction from the Office of the Secretary of Defense (OSD), participate in the Crisis Coordination Group (CCG). (PP)

- Upon request from commands or agencies, participate in planning for crisis contingency operations. (PR/PP)

- Prepare to support Non-Combatant Evacuation Operations (NEO) when authorized by the Department of State (DOS) to DoD. (PR, PP, CMT)

Phase III: Course of Action Development Phase

A JCS Warning Order normally signals the start of this phase. A Warning Order is a planning directive that contains guidance from the NCA including the objectives, missions, constraints, and major forces available for planning. It may also include specific courses of action to be considered.

- Determine MC&G implications of the JCS Warning Order and monitor development of courses of action by the supported commander for identification of MC&G requirements. Ensure appropriate DMA recognition in subsequent messages and documents. (CMT)

- Advise the supported commander of available DMA and native edition MC&G products within the projected area of operations. (CMT)

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- Advise the supported commander if MC&G requirements are not clearly evident or will require lengthy lead time. Negotiate production requirements and specifications. Prepare for face to face interaction with senior operations staff as necessary to define MC&G requirements. (CMT)

- Determine projected distribution/transportation requirements and contact the appropriate transportation operating agency (TOA). (CMT)

Phase IV: Course of Action Selection

Based on a review of the preliminary deployment estimates and refinement of the courses of action, JCS recommends a course of action to SECDEF and then to the President. The President may decide to proceed with a military course of action (totally or partially), to hold, or to return the JCS recommendations for modification. The supported commander will contact DMA and verify specific MC&G crisis support requirements.

- Evaluate the crisis support requirement and determine if further validation is required from JCS. (CMT)

- Contact the supported command (or agency) that initiated the request for crisis support if the requirements need further negotiation or clarification. (CMT)

- Monitor the production/distribution actions through the Component CMT's, assist as necessary, and keep D,DD,PR, and PP advised of status. (CMT)

- Upon validation (or assumption of validation), evaluate the crisis support requirement, initiate the production/distribution actions through the DMA Component CMT's, and contact the Deputy Director/Plans and Requirements. (C/CMT)

- Determine if the CMT will manage DMA's crisis response, or if the Emergency Operations Center (EOC) should be activated. (D,DD)

- Brief the senior staff within the limits imposed by OPSEC and outline the extent of the crisis support requested from DMA. (C/CMT)

Phase V: Execution Planning Phase

Following a Presidential decision to proceed with a course of action that involves military forces, JCS issues an Alert Order to the supported commander. The Alert Order describes the military course of action selected by the NCA, sets actual or tentative

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target dates, and provides guidance for an Operations Order which is the end product of the executive planning phase.

The Operation Order contains the situation, description, mission, anticipated time of execution, command relationships, administration, public affairs, and logistics instructions. DMA product and service requirements may not be specifically included, but may be inferred by careful analysis of the operation in coordination with the supported and supporting commands.

- Review MC&G crisis support requirements and establish due dates for all DMA production/distribution actions to assure adequacy of DMA crisis support. (CMT)

- Respond to additional requests for special products within the time allotted for final planning. (CMT)

Phase VI: Execution Phase

Based on a decision by the President to execute the planned operation, SECDEF authorizes the JCS to issue an Execute Order instructing the supported commander to execute the Operation Order. All supporting commands, services, component commands, defense agencies, and TOA execute their responsibilities in support of the operation.

- DMA Components provide a Crisis Support After Action Report to HQ DMA CMT. (COMPONENT CMT)

- Follow up with supported and supporting commands to determine the adequacy of MC&G products and services. (CMT)

- Advise the senior staff of crisis support problems and recommend actions for their solution. (C/CMT)

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CRISIS SUPPORT PRODUCTS

The following table indicates the type of crisis support products that are possible for the DMA Production Centers to produce. The product column lists items which are reproductions of existing holdings and products which require new work to be accomplished. Production times listed are based on requests for a limited number of products and copies. Transportation time is not included in the production time column. The remarks column provides limited descriptive information about the product.

Quick reaction products may not be made to cartographic standards used to judge our standard maps and charts. However, all crisis support products will be technically checked against established quality standards, as well as rationally reviewed by an experienced DMA manager who was not absorbed in the actual production. The DMA CMT Coordinator will be notified by the Production Center if corrections of critical defects or other aberrations would extend production time beyond the due date. In such a situation, the DMA CMT Coordinator, after consultation with the requester, will direct what course of action is appropriate.

AERONAUTICAL PRODUCTS - DMA AEROSPACE CENTER (DMAAC)

<u>Products</u>	<u>Production Time (hrs)</u>	<u>Remarks</u>
Point Positioning data base (PPDB)	2	Two copies of all existing PPDBs are on file.
Automated air facilities information file (AAFIF)		Selected free world countries.
AAFIF printouts/tapes	8	Formatted data from the AAFIF containing entire file.
AAFIF printouts/tapes	16 to 72	Specified data from the AAFIF requiring specific area/facilities coding and analysis.

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Black-and-white reproduction of foreign or other agency aeronautical chart	15	Reproduced from existing library holdings.
Aeronautical or air target chart (old edition, no longer required)	15	Reproduced from existing library holdings. Product may be outdated. No revisions added.
Precise point positioning/ target data (message format)	2 to 24	Support is dependent on receipt of imagery or other reference point identification from user. Production time varies with area, number, and technique.
Revisions to aeronautical charts (message format)	4 to 72	Textual description of revisions to aeronautical/chart information.
Revisions to aeronautical charts (message format)	4 to 72	Translucent overlays with updating information keyed to maps/charts/ photographs.
Foreign overflight/entry clearance information (message format)	6	Transmission of revised entry/overflight conditions.
Revisions to aeronautical charts (graphic format)	24 to 72	Revised aeronautical charts or flight information publications with complete/limited updated information.
Scaled photoprint	32	A black-and-white photograph enlarged to desired operations size.

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Photomap (black-and-white)	52	An uncontrolled black-and-white reproduction at a specified scale with limited marginal information and graticule.
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HYDROGRAPHIC PRODUCTS-DMA HYDROGRAPHIC/TOPOGRAPHIC CENTER (DMAHTC)

<u>Products</u>	<u>Production Time (hrs)</u>	<u>Remarks</u>
Black-and-white reproduction of foreign or other agency nautical chart		Reproduced from existing library holdings.
Photo reproduction (uncorrected)	8	Products are usually from foreign sources. The text of the Notice to Mariners corrections are provided with copies of nautical charts. Produced if 10 or fewer copies are requested.
Litho reproduction (uncorrected)	15	Products are usually from foreign sources. The text of the Notice to Mariners corrections are provided with copies of nautical charts. Produced if more than 10 copies are requested.
Black-and-white reproduction of foreign or other agency nautical chart		Reproduced from existing library holdings.

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Photo reproduction (Notice to Mariners corrections applied)	8	Products are usually from foreign sources. Produced if 10 or fewer copies are requested.
Litho reproduction (Notice to Mariners corrections applied)	24	Products are usually from foreign sources. Produced if more than 10 copies are requested.
Nautical chart or plotting sheet (lithographic reproduction of "out of stock" or "insufficient stock" item)	15	Product may be outdated. Subject to user update by applicable Notice to Mariners.
Nautical chart or plotting sheet (lithographic reproduction of "out of stock" or insufficient stock item)	20	Updating limited to Notice to Mariners corrections only.
New nautical plotting sheet (no bathymetry)	24	Normally, if land masses are in area, only shoreline outline is provided.
New nautical plotting sheet (no bathymetry)	36	Normally, if land masses are in area, only shoreline outline is provided.
New nautical, combat, or amphibious chart	72	Tailored product designed to requester's immediate needs, including bathymetric/hydrographic and all source data.
New edition nautical plotting sheet (with bathymetry)	24	New printing required vice overprinting.

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New edition nautical chart

50

New printing required vice overprinting. This includes charts on issue and charts in a "withdrawn-from-issue" status.

**TOPOGRAPHIC PRODUCTS-DMA HYDROGRAPHIC/TOPOGRAPHIC CENTER
(DMAHTC)**

<u>Products</u>	<u>Production Time (hrs)</u>	<u>Remarks</u>
Black-and-white reproduction foreign or other agency topographic map	15	Reproduced from of existing library holdings.
Topographic map (old edition, nondepot stock)	15	Product may be outdated. No revisions added.
Overprinted map.	8 to 72	Limited update information from photography will be overprinted in magenta as time and source material permit.
Scaled photoprint	32	A black-and-white photograph enlarged to desired operational size.
Photomap (black-and-white)	52	An uncontrolled black-and-white reproduction at a specified scale with limited marginal information and an alphanumeric grid.

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Photomap (color-intensified)

72

Same as black-and-white photomap but with selected color-intensified features such as major roads, rivers, and buildings.